



STRATEGIC PLAN

2006 - 2009

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Introduction

Idaho's citizens say the state's economy, education system and job creation are the three most important issues facing Idaho today.

As U.S. and global economies strengthen, Idaho's economic potential is expected to exceed its neighboring states. If we address the priorities articulated by our citizenry, Idaho will keep business costs affordable and invest in attributes that foster leadership, an educated and technically skilled workforce, and public infrastructure facilities. These investments, coupled with a focused marketing effort, will position Idaho nationally as a place of economic opportunity and high quality of life.

This plan outlines Idaho Commerce & Labor's (ICL) mission and goals for promoting increased economic opportunity for all Idaho's citizens. The strategies, tactics and performance standards are prioritized with input from a survey conducted in the spring of 2003. More than 1,000 business leaders representing both the public and private sector were asked to respond to a web survey covering a variety of economic development issues. Input was also gathered from a series of regional workshops held around the state as well as from ICL's advisory councils, including the Idaho Economic Advisory Council, the Idaho Travel Council, Governor Kempthorne's Science and Technology Advisory Council, the Governor's International Trade Advisory Committee, the Idaho Rural Partnership, and the Governor's Workforce Development Council. This plan also reflects work accomplished by Governor Kempthorne's 21st Century Blue Ribbon Task Force and 21st Century Workforce Policy Academy.

OUR VISION

Idaho Commerce & Labor, as the state's lead agency for job creation, building communities and marketing the state, envisions an Idaho that possesses:

- A diverse economy;
- A skilled and educated workforce;
- State of the art public facilities;
- Progressive leadership;
- A willingness to cultivate next generation technologies;
- Industries that care about Idaho's environment;
- Businesses that see Idaho as their home and the world as a marketplace.

OUR MISSION

Create jobs, strengthen communities and market Idaho.

OUR CORE VALUES/GUIDING PRINCIPLES

Customer Focus - Internal and External

Customers are our top priority. We treat all customers as we wish to be treated. We strive to understand their needs and expectations and align Department services to meet those needs. We respond with timely, responsive, and flexible services. We strive to work cooperatively with all our customers, including local, state, tribal and federal government officials as well as customers within our Department. We keep our customers informed.

Creating a Positive Culture

We are creative, innovative and flexible. We make decisions based on knowledge and facts. We continuously seek to improve quality of service. We value teamwork. We encourage participative decision-making. We are responsive, efficient, effective and prompt. We are part of the solution.

Building Capacity

We value our employees. We give credit and share rewards. We cooperate and help others grow. We listen to our employees so we can understand their needs and communicate freely with them. We identify mutual benefits. We are an innovative, solution-oriented team. We provide our employees with the tools and training they need to do their jobs and provide quality customer service.

Ethical Conduct

We use public resources responsibly. We treat others with respect and dignity. We value and expect honesty and integrity. We are responsible and accountable for our actions.

OUR PROGRAMS and SERVICES

Idaho Commerce & Labor works to create jobs and advance the welfare and prosperity of its citizens, upgrade public facilities necessary for economic growth, and promote Idaho's products, people and places. Committed to ensuring access to a comprehensive menu of quality services, education, training and information for all its customers and partners, the agency offers many economic development and employment-related programs such as:

EMPLOYMENT SERVICE (ES) provides a broad array of automated and personalized labor exchange services to *job seekers* and *businesses*. These services ensure access to quality jobs for Idaho citizens; a skilled labor pool for the business community; access to resources, job search training and support; specialized recruitment assistance, business incentives, business resource centers and seminars.

UNEMPLOYMENT INSURANCE (UI) provides partial replacement of wages to eligible workers who lose their job through no fault of their own. Idaho's Unemployment Insurance System protects the integrity of unemployment insurance and other public funds through a variety of activities, and works to sustain a ready workforce in the labor market for businesses seeking new employees.

JOB TRAINING programs provide life-long learning opportunities for Idaho's new, current and transitional workers. These programs include:

- The **Workforce Investment Act (WIA)**, which prepares disadvantaged youth and adults for entry into employment and ensures reemployment for workers dislocated because of economic factors;
- The **Trade Adjustment Assistance Program (TAA)**, offering retraining and reemployment services for workers who lost their jobs as a result of foreign trade;
- **Job Readiness and Job Placement for Welfare Recipients**, provided in Southeast Idaho under contract with the Department of Health and Welfare to aid in developing skills leading to employment and self-sufficiency.

BUSINESS DEVELOPMENT SERVICES works to help existing Idaho businesses start-up, expand and find new markets; attract new businesses to Idaho; fund local economic development efforts; and develop, maintain and disseminate economic and demographic data.

THE IDAHO OFFICE OF SCIENCE & TECHNOLOGY helps entrepreneurs to create new businesses and job opportunities across the industry sector; bolster industry-related research and development activities; and bring together the state's government, education, private sector and research resources to foster long-term growth in science and technology.

Idaho's **WORKFORCE DEVELOPMENT TRAINING FUND (WDTF)** supports economic expansion by funding employee training programs for new and expanding businesses.

COMMUNITY AND RURAL DEVELOPMENT provides financial and technical assistance to Idaho's cities and counties for construction and rehabilitation of public facilities necessary to support economic diversification, job creation, business expansion and a sense of community.

THE IDAHO RURAL PARTNERSHIP fosters collaboration between public and private resources to strengthen communities and improve life in rural Idaho and promote mediation between the federal, state and private sector.

IDAHO DISABILITY DETERMINATIONS SERVICE (IDDS) assists the Social Security Administration in processing disability claims. Its function is to make determinations about whether individuals applying for Social Security disability benefits meet the criteria for medical severity to ensure a fair and timely consideration for those individuals determined to be eligible.

INTERNATIONAL TRADE helps Idaho's businesses export goods and services, develop new markets, increase foreign awareness and acceptance of Idaho's products and services, and coordinates the state's protocol efforts.

RESEARCH, DATA, AND INFORMATION SERVICES provide a broad variety of data at the state, regional, and local level on past, current and projected labor market conditions, including information on occupations, wages, job openings and skill levels. Statistics on employment and unemployment serve as key economic indicators and are produced in cooperation with the U.S. Department of Labor's Bureau of Labor Statistics.

IDAHO LABOR LAWS define the state's responsibilities for administering Idaho's wage payment and farm labor contractor licensing laws, ensure payment of wages, and help businesses comply with these laws through education.

TOURISM DEVELOPMENT works to expand Idaho's tourism and recreation industry by marketing the state's travel opportunities at home and abroad; distributing grants to communities to promote tourism; developing, soliciting and promoting tourism events; and developing the state's film industry.

MARKETING ASSISTANCE is available for businesses that want to market products and services domestically and abroad and for communities that wish to market local travel attractions and economic development opportunities. ICL also offers a variety of educational programs that advocate for a unified marketing and communications strategy between the public and private sector on behalf of the State of Idaho.

EXTERNAL FACTORS

Various factors occurring internationally, nationally, and locally have the potential to significantly affect the Idaho Commerce & Labor's ability to achieve the goals and objectives outlined in this plan.

THE ECONOMY

The national and international economies affects Idaho's overall business climate and export industries. Likewise, Idaho's economy is greatly affected by the value of commodity prices (such as semiconductors and agricultural crops). Reductions in federal spending for defense, agriculture, energy and public land management increase unemployment and impact small businesses dependent on federal contracting opportunities (see Declining Federal Funding). State and federal funding levels affect ICL's programs dependent on funding for staff resources, promotional activities, and travel.

- **Workforce Availability.** Even with low unemployment rates, the churning in the economy will continue to cause substantial disruption for Idaho's workers. The demand for services will outstrip available resources to serve those who have lost their jobs. The state's federal allocation dropped by 25% this year and expected to drop further as the federal budgets are squeezed to meet deficit targets. National Emergency Grant funds will be needed to meet the growing demand for dislocated worker services. Trained workers are critical to companies that wish to expand or relocate in today's competitive economic environment. Idaho's ability to prepare workers with skills meeting the demands of today's employers will increase its ability to retain and attract quality companies and higher paying jobs.
- **Unemployment Insurance (UI).** Idaho's economic recovery has reduced the pressure on the state's Unemployment Insurance Trust Fund. Higher employment has resulted in increased tax collections while benefit payouts have dropped to levels not experienced since the year 2000. In addition, legislative changes to Idaho's UI program will further reduce benefits while increasing taxes. The net result of these factors is that Idaho's UI Trust Fund has begun to recover from its previous depressed levels.
- **Interest Rates** have a profound impact on the economy, business expansion and job creation. Higher rates slow economic expansion and obtaining financing for business expansion is more difficult.
- **Currency Values,** especially the value of the American dollar relative to other currencies, affects volume and direction of international trade flow as well as the number of international visitors. A weaker dollar relative to foreign currencies can make Idaho's products and services and travel opportunities more affordable to foreign buyers.
- **International Trade/Factors** affect export sales. Trade agreements such as the North American Free Trade Agreement (NAFTA) and the General Agreement on Tariffs and Trade (GATT) provide both opportunities and challenges for companies opening new markets in Idaho and increasing competition on a worldwide basis. International health issues, such as avian flu, may impact the willingness of Idaho's companies to travel and conduct business in international markets. They also can affect the ability of international companies, their employees and foreign visitors to travel and conduct business in Idaho.

- **Energy Costs** affect the cost of doing business in Idaho. The availability of power, impediments to development of alternative power generation and drought can impact all sectors of Idaho's economy.
- **Availability of and Access to Health Care and Health Insurance** are critical needs in much of Idaho, especially rural areas of the state.
- **Availability of and Access to affordable Housing**, like health care, are also critical needs throughout much of the state.
- **Federal, State, Local Taxes and Regulations** affect all business and community development activities. Stable, equitable tax systems and a fair and predictable regulatory environment make Idaho more competitive in business recruitment and expansion activities.
- **Public Land Management Policies** can affect growth and profitability of Idaho's agriculture, forest products, mining, and outdoor recreation industries.
- **War/Terrorist Attacks.** Responses to these factors impact attitudes regarding business development/expansion as well as business and leisure travel decisions.

THE WORKPLACE

Because of fundamental changes to the workplace, the original assumptions on which our nation and state's labor exchange, training and unemployment insurance programs were based are no longer necessarily valid. As the primary source of those services in Idaho, this creates unique challenges and opportunities for ICL. The revolutionary and far-reaching changes in today's workplace that directly impact Idaho Commerce & Labor include:

- Unprecedented technological change
- Increased competition in a global economy
- Decreased long-term job security
- Increased worker dislocations
- Decreases in low skill, high wage jobs within the workplace
- A widening "mismatch" between applicant skills and work habits, and employer requirements and expectations

Idaho's changing labor market continues to generate increased demands for our services in both the array and quantity of our services. Today's customers, both business and job seekers, are demanding a wider range of employment and training services. Customers want services to be more easily accessed and user friendly, and expect ICL to make technology-enhanced services available to them.

DECLINING FEDERAL FUNDS

Since the majority of ICL's Labor Division is federally funded, the decline in these funds has not allowed program and administrative resources to keep pace with the demands for services. The funding for WIA and ES services has declined dramatically during calendar years 2003, 2004 and 2005, impacting the services that can be provided to training and job-seeking customers. With WIA federal funds being reduced by 37% since 2002, Governor Kempthorne made the decision

this year to restructure the state's workforce development system by reducing the number of local workforce areas, thereby saving \$1.3 million for services to Idaho's workforce. ICL's staffing levels have fallen significantly since the 1980s, making the task of providing services that much more difficult. In addition, ICL's options to readily adapt to changing employment conditions are limited in many cases because of complex and overly restrictive Federal regulations.

LEGISLATIVE ENVIRONMENT

Many of ICL's workforce programs may be undergoing significant changes at the federal level.

In a recent proposal introduced by the Administration, and similar legislation passed by the House, the Wagner-Peyser Act would be eliminated with functions and funding consolidated into the Workforce Investment Act (WIA). The legislation is intended to eliminate state employment service offices, replacing them with One Stop Career Centers. Although WIA Reauthorization legislation has been introduced in the Senate, action has yet to take place on the bill. Because the Senate and House bills differ significantly, the extent of the changes won't be known until an agreement is reached in conference, expected sometime late in 2005. Depending upon the final outcome, significant disruption could occur in ICL's operations and funding. ICL can expect that changes will require significant rework of its administrative and program support systems.

Implementation of Unemployment Insurance Reform has been delayed because of the current financial problems being experienced by the states. UI Reform legislation, as originally drafted, would shift the funding of administration of UI from the federal government to the states. Currently under discussion is a "State Option" proposal that would allow each state to decide whether to assume administrative financing responsibilities or leave that function at the federal level. Any shift to state financing would represent one of the most dramatic changes in the UI system since it was created in the 1930s. Should that shift occur, ICL would need to work closely with the Idaho Legislature to construct a new framework in Idaho Code that reflects UI Reform requirements. The United States Department of Labor and a small number of states including Texas and Florida are currently engaged in planning a pilot of the "State Option" proposal. This pilot will require changes in federal law and should take at least two years to complete.

THE CHALLENGE

Idaho Commerce & Labor must address the challenge to meet the growing needs and expectations of its customers in an environment of dwindling resources. Despite the decline in funding, other external factors, and workplace realities, ICL is committed to:

- Creating "customer-driven" systems and services to meet the needs of Idaho's businesses and their employees
- Aligning ICL's priorities, staff support and staff training with customer demands
- Empowering ICL's employees to design changes to meet customer demands
- Streamlining processes to better meet customer demands
- Eliminating obsolete processes and unfunded programs
- Optimizing the use and flexibility of our available resources in accordance with customer demands
- Working with the National Association of State Workforce Agencies (NASWA) and the National Governors Association Center (NGAC) for Best Practices to affirm our role in the nation's workforce development system

- Partnering with other stakeholders in the employment and training system to combine resources and to facilitate customer access to services
- Expanding our electronic service capabilities to improve access to ICL's services through the use of self-help technologies and the Internet
- Working with other state agencies, higher education, employers, and our other service partners to maximize the return on the public investment that is made in the programs and services we provide

Idaho Commerce & Labor has focused its efforts on developing new technologies as a means of meeting the needs of its increased customer demand, despite a reduction in staff and resources. Through the innovative concepts undertaken to maintain and provide these and additional services, ICL can and will continue to meet its commitment to the job seekers, businesses, and communities of Idaho.

Idaho Commerce & Labor Goals

1. Create Jobs
2. Strengthen Communities
3. Market Idaho

OBJECTIVES / AREAS OF EMPHASIS:

During this plan period, Idaho Commerce & Labor will focus on:

- Improving business services
- Improving community infrastructure
- Building job skills and meeting needs of Idaho's workers
- Raising awareness of Idaho as a place to live, work, visit, and operate a business

GOAL 1: Create Jobs

Objective 1.1: Sustain and expand existing businesses.

- A. Introduce Idaho's businesses to new markets through government contracting and domestic and international trade opportunities.
- B. Provide one-on-one assistance to individuals, businesses and communities with labor market information and economic development needs.
- C. Market, educate and authorize approved expansion projects through tax-exempt private activity bonds.
- D. Identify and assess the export readiness of Idaho's companies.
- E. Help companies engage in domestic and international trade through trade missions, shows and events.
- F. Utilize international offices in Korea, Mexico, Taiwan, China, Washington DC, United Kingdom, Germany, Italy, France and Belgium to connect Idaho's companies with international trade and tourism opportunities.
- G. Support business retention and expansion through the Workforce Development Training Fund (WDTF) and assist companies in its use.
- H. Through the Business Retention and Expansion Initiative (BRE), communicate the availability of ICL's services to existing Idaho businesses.

Objective 1.2: Attract new businesses to Idaho.

- A. Develop and implement a domestic marketing plan to strategically market Idaho.

- B. Market Idaho as a location for business expansion in targeted regions.
- C. Support business relocation through the Workforce Development Training Fund and assist companies in its use.
- D. Assist businesses with customized location searches that meet community interests and local economic development organizations' goals.
- E. Participate in targeted trade shows.
- F. Conduct targeted trade missions to recruit companies interested in relocating or investing in Idaho.
- G. In conjunction with the state's international offices, develop and implement marketing materials that highlight Idaho's economic, tourism and industrial opportunities.

Objective 1.3: Support entrepreneurial development.

- A. Provide information and technical assistance to those interested in starting a business.
- B. Provide information on financing opportunities throughout the state.
- C. Help companies identify new market opportunities.
- D. Support entrepreneurial development through education, workforce development training and economic development programs.

Objective 1.4: Support workforce development initiatives that prepare Idaho's workers for the 21st century.

- A. Through a variety of means and continued enhancements, work with our partners to create an *IdahoWorks* one stop system ensuring that all customers have access to a comprehensive menu of quality employment, education and training information and services at the initial point of customer contact.
- B. To the extent possible, integrate planning, oversight and program service delivery systems at the state and local levels for workforce and economic development programs.
- C. Support the Workforce Development Training Fund and assist companies in its use.
- D. Develop customer feedback mechanisms in order to offer the highest level of quality services based on program outcome measures and customer satisfaction.
- E. Implement the Governor's 21st Century Workforce Policy Academy Initiative goals under the direction of the Workforce Development Council.
- F. Continue to implement Generation of the Child youth initiatives to enhance efforts to build a quality workforce.

Objective 1.5: Labor exchange services will meet the needs of our business and job-seeking customers.

- A. Provide customers a choice in the means of accessing labor exchanges services by maintaining highly trained staff and comprehensive self-service automated systems.
- B. Ensure that targeted populations receive the same quality services provided to other customers.
- C. Expand access to services through continued enhancement of the *IdahoWorks* automated system.
- D. Provide access to trained workforce development staff to assist in career decision-making and worker recruitment.
- E. Serve as the lead in the *IdahoWorks* Career Center System by serving as One Stop Centers throughout the state.
- F. Provide recruitment, job matching and placement services to address the workforce needs of Idaho's business community.
- G. Support business and individual labor market decision-making by providing and continually enhancing labor market information.
- H. Support Idaho's businesses through specialized recruitment, opportunities for workforce education and training and tailored labor market studies.

Objective 1.6: Strengthen Idaho's science and technology industry.

- A. Build, attract and retain a highly skilled, technical workforce.
- B. Invest in creating R & D excellence and promoting industry-university collaboration.
- C. Facilitate commercialization of technology developed in Idaho.
- D. Build an entrepreneurial culture that supports and nurtures new firm formation.
- E. Invest in the infrastructure needed to support a technology-based economy.
- F. Establish a national and international image for Idaho as a leading technology center.

Objective 1.7: Support efforts to sustain the state's aquaculture industry.

- A. Offer grants to help create opportunities to conserve Idaho's natural water resources.

GOAL 2: Strengthen Communities

Objective 2.1: Upgrade public facilities necessary for job creation.

- A. Distribute \$13 million in federal and state funds to Idaho's communities each year for public facility improvements, strengthening the ability to attract and expand businesses.
- B. Fund public facility projects that improve the quality of life for Idahoans and attract and keep businesses in the community.
- C. Assist communities in providing public infrastructure for business expansion, attraction and job creation.
- D. Provide technical assistance to help cities and counties apply for grants to construct and rehabilitate public facilities (sewer, water, streets, emergency facilities, senior centers, housing).
- E. Continually upgrade and expand ICL's electronic and physical infrastructure.

Objective 2.2: Help communities establish and sustain local development efforts and organizations and create effective economic development strategies.

- A. Fund, organize and train economic development professionals in rural Idaho.
- B. Coordinate, sponsor and engage in leadership training activities throughout rural Idaho.
- C. Organize, train and certify Gem Communities.
- D. Actively develop and participate in conferences and workshops that provide leadership and economic development training for local officials and staff.
- E. Develop and offer the annual Community Development Institute, sponsoring scholarships and training as needed.
- F. Educate community and business leaders about the importance of international trade and the resources available to help local businesses through programs and partnerships.

Objective 2.3: Support the Idaho Rural Partnership to strengthen communities and improve life in rural Idaho.

- A. Assess conditions of rural Idaho.
- B. Advise public policy makers on rural policies and strategies.
- C. Identify and coordinate services and resources available to rural communities.
- D. Develop and promote private-public coordination and partnerships.

- E. Seek solutions to unnecessary impediments to rural development.
- F. Facilitate successful implementation of rural initiatives in Idaho.

Objective 2.4: Advocate for improvements in areas that impact Idaho's economy nationally and internationally (education, broadband connectivity, transportation, public land management, national recognition).

- A. Support the efforts of economic task forces and local economic development associations like city and county associations, the Idaho Association of Commerce and Industry, the Idaho Economic Development Association, the Idaho Chambers of Commerce and others in eliminating economic barriers.
- B. Use the Idaho Rural Partnership and the Inland Northwest Economic Adjustment Strategy, and other state, federal and regional agencies to support economic development efforts in rural areas.
- C. Consult and advise the Idaho legislators on ICL's efforts regularly.
- D. Improve transportation service to, from and within Idaho, including air service, seaports and interstate and state highways.

Objective 2.5: Ensure a secure workforce.

- A. Maintain a balanced unemployment insurance system that offers adequate benefits to qualified workers, a fair and reasonable tax rate and appropriate balances in the benefit trust fund.
- B. Enhance automated systems to ensure efficient administration of the unemployment insurance system and ease of use for business and unemployment insurance claimants.
- C. Transform the unemployment insurance system into a reemployment system by affording ready access to reemployment and retraining services.
- D. Continue to enhance the integration of UI in the *IdahoWorks* automated system to promote reemployment of workers.
- E. Participate in the Wage Record Information System (WRIS) and utilize other administrative services to maintain the integrity of the funds and to gather data for system performance.
- F. Maintain the state's New Hire Reporting system to ensure child support enforcement activities under Temporary Assistance for Needy Families (TANF) and appropriate unemployment insurance benefit payments.
- G. Provide accurate and timely Social Security disability determinations to the citizens of Idaho.
- H. Continue to deliver customer education programs to assist businesses and workers to ensure compliance with and timely resolution of Idaho's wage payment laws.

GOAL 3: Market Idaho

Objective 3.1: Raise brand awareness of Idaho's attributes.

- A. In cooperation with other state agencies, implement a branding strategy that encourages a consistent message, look and feel in all external Idaho marketing materials produced by the state.
- B. Share state research and marketing strategies with all private sector companies, tourism interests and economic development organizations interested in promoting Idaho.
- C. Engage in public-private partnerships to market Idaho.
- D. Raise national and international awareness of Idaho through feature articles and media coverage in print, radio, TV, and the Internet.
- E. Develop a results-based advertising campaign and share results with the private sector.

Objective 3.2: Market Idaho's products and services domestically and internationally.

- A. Utilize the domestic marketing plan to market Idaho as a place to do business.
- B. Promote Idaho's products and services in Asia, Latin America, and Canada.
- C. Leverage international Sister-State relationships with Mexico, Canada, China, Taiwan and Korea to expand awareness of Idaho's products and services.
- D. Provide protocol and diplomatic services for international visitors.

Objective 3.3: Develop and market Idaho's travel attractions and recreation industry-regionally, nationally and internationally.

- A. Advertise Idaho's tourism attractions in key domestic and international markets.
- B. Distribute/share tourism promotion leads with communities, tourism businesses and nonprofit organizations.
- C. Distribute tourism promotion grants to local communities and nonprofit organizations.
- D. Create and distribute the Official Idaho Travel Guide electronically and in print.
- E. Promote the Lewis and Clark Bicentennial Commemoration.
- F. Attend tourism industry trade and consumer shows in key domestic and international markets.
- G. Solicit film and commercial television projects to Idaho.

H. Solicit, attract and promote tourism events to and in Idaho.

Objective 3.4: Conduct a marketing effort that will increase awareness of ICL's services.

- A. Utilize news releases and news conferences on labor market data, program developments, service enhancements, legislative successes, and management changes to develop a positive media profile for Idaho Commerce & Labor and increase public awareness of ICL's services.
- B. Continue to develop and improve support materials for job fairs, trade shows and other public relations activities.
- C. Improve and expand ICL's web sites to increase the usability and functionality for job seekers and business customers.
- D. Continue with implementation of the Business Relations Initiative and Business Retention and Expansion Initiative, including outreach, to build long-term positive relationships with the business community and increase business awareness of our services.
- E. Coordinate, build and maintain the state's web portals to facilitate customer access to state services for business, jobs, travel and trade.

APPENDIX A

OUR CUSTOMERS AND PARTNERS

Idaho Commerce & Labor provides services to a variety of customers and partners with various entities to offer the listed services as well as to meet its goals and objectives.

CUSTOMERS

Businesses:

New and existing, rural and urban, small and large, local, national and international.

Individuals:

Job seekers, Unemployment Insurance and SS disability claimants, Job training participants, Special target populations (e.g., veterans, people with disabilities, migrant and seasonal farmworkers, students, chronically homeless, dislocated workers, and low-income individuals), visitors and tourists.

PARTNERS*

Private Industry

State and federal agencies and their officials

State, national and international policy councils and associations

Economic development associations

State and local Government (City officials, county commissioners, legislators, etc.)

City and county associations

Chambers of Commerce

Local, state, national and international business and trade associations

State commodity commissions

Public and private educational institutions

Training providers

Civic and advocacy groups

Non-profit organizations

*It should be noted that many of ICL's partners have also been its customers, having received a service such as labor market information or technical assistance.

APPENDIX B

ORGANIZATIONAL STRUCTURE

July 1, 2005

